

WSMR WORK SCHEDULE

1. In response to requests from the work force to consider alternative work schedules and to provide directors with flexibility in work schedules in order to meet customer needs, I have approved, with the endorsement of the Board of Directors, the following work schedule policy: “Directors shall be assigned and held responsible for total operating cost objectives, meeting mission and customer satisfaction, and held accountable for achieving them. Regular, variable, compressed, and flexible tours can be used to achieve objectives, and directors are required to maintain appropriate levels of manning on any given day to achieve the above / customer demands.”

2. The first principles that need to be discussed in implementing this policy are responsibility, common sense, and safety.

a. Responsibility and common sense: It must be recognized that work schedules are tools that work teams may use to accomplish the mission and meet other objectives, and there is no entitlement to one work schedule over another based solely on personal preference. If personal preferences can be accommodated while enhancing mission accomplishment, that obviously would be a good, responsible choice. Conversely, if personal preferences would have a negative impact or be detrimental to mission or customer support, they cannot be accommodated. It will be incumbent on each work unit, team, office and directorate to develop and maintain realistic work schedules that will enhance mission support and ensure achievement of organizational objectives. All work schedules and changes will continue to be subject to directors’ review and approval, since the board of directors and I will hold individual directors responsible for meeting total operating cost and mission objectives.

b. Safety: Consideration of the nature of the work performed, fatigue factors, total length of workday to include commutes and turnaround times between daily

work schedules, must be an integral part of planning and implementing any work day of more than 8 hours. Evidence of consideration of this factor should be included in any request for directorate approval of a work schedule with more than 8 hour days.

3. Since implementation of this policy will result in some changes to existing work schedules, the following is necessary to ensure consistency:

a. All work centers, offices and directorates must be open for business 80 hours per pay period, with adequate staffing to meet mission and customer support needs. The regular schedule described below is the WSMR standard.

b. Only the following five work schedules are authorized, and each employee must be assigned to one of the five, consistent with organizational objectives as discussed above.

(1) Regular--Eight hours per day, 5 days per week. Normally 0745 to 1615, with 30 minute lunch break. Different start times may be authorized, provided the start is no earlier than 0600, and ending time is no later than 1800 hours. Note: Shift work requiring three shifts per day, 7 day/week coverage is also covered under this general category of "regular schedule," since employees are required to work 8-hour shifts, 5-days/week.

(2) Variable tour--Daily start times vary from one day to the next, as dictated by the range schedules. Normally, only direct mission support personnel are assigned to variable tours.

(3) 5/4/9 Compressed--An 80 hour per pay period schedule, consisting of one 8-hour day, eight 9-hour days and one additional scheduled day off, normally resulting in 5 days of work one week, and 4 days the other, and a total of 9 days per pay period. Start time is not earlier than 0600 and ending time is not later than 1800 hours.

(4) 4/10 Compressed - A four day schedule of 10 hours per day in each administrative work week (Sunday through Saturday) with normal daily start times no earlier than 0600 and ending times no later than 1800 hours.

(5) Flexible--Eight hour days where employees may schedule, with supervisory approval, daily start times no earlier than 0600 and no later than 0930, with corresponding ending times no earlier than 1430 and no later than 1800 hours, resulting in a core period each work day of 0930-1430 and when all personnel are scheduled to be present. Similarly, with supervisory approval, employees may choose to work credit hours for any work in excess of 8 hours, and take the credit hours "banked" in lieu of leave. A maximum of 24 credit hours may be banked.

c. Non duty time lunch breaks of at least 30 minutes must be scheduled for each daily tour, with the exception of variable tour on direct mission support days, and certain shift workers where the schedule includes a paid, 20 minute lunch time which requires the employee to eat at the duty station. Also, any changes from one work schedule to another should only occur at the beginning of a pay period, and remain unchanged for the entire pay period to avoid inadvertent overtime or employee leave liabilities. (For example, a change from a compressed to a regular tour in mid pay period could result in either 76 or 84 hours worked for the pay period.)

4. In the final analysis, if this transition is to be successful all WSMR team members must change the way we think about our work schedules. I know this will not be an easy task. Work schedules have traditionally been dictated or prescribed by firm policy, union contract, or top management. Under our new work schedule policy, the schedule is a flexible tool that when used properly should enable a rational balance between individual needs and desires, and organizational effectiveness. This will work if we all accept the premise that the agency is entitled to expect 80 hours of productive effort from each employee every pay period, and that each employee is entitled to expect consideration of his/her ideas and input on the most efficient ways to deliver such effort.

JERRY L. LAWS
Brigadier General, USA
Commanding

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